

**Access to Microfinance & Improved Implementation of Policy Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

**Ministry of Post and Communications
Staffing Assistance**

Final Report

**Deliverable for Policy Component, Task No. 4.6.16
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This report was prepared by Salwa Alloush, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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1. Introduction

In March 2001, I was approached by HE the Secretary General of the Ministry of Post and Communications (MoPC) to work as part of the team working to make the changes needed to transform the MoPC into the Ministry of Information and Communications Technology (MoICT). In order for the transformation to this new Ministry to be successful, several things needed to be done:

- The procedures of the administrative staff would have to be upgraded from a traditional public sector to a more private sector approach.
- The Post, constituting the vast majority of the MoPC staff, would be corporatized and separated from the new MoICT.
- Provision should be made for the employees of the present MoPC, either within the corporatized postal organization or elsewhere.
- The skilled staff to build the core team of the new MoICT should be recruited.

The building of the MoICT was considered necessary to implement the Government of Jordan's plans to make the ICT sector an engine of economic growth in the country. Making use of the country's skilled and educated manpower was critical to attract new investments to the country. I was asked to contribute to the process by addressing several of the above tasks.

2. Objectives of the Consultancy

My involvement in this process was on short-term basis (April through August 2001). I was tasked to do the following:

- *Establish a system to improve the office support of the Minister and the Secretary General.* The system should lead to structured, transparent and efficient management of both offices in such a way as to facilitate the transition from the MoPC to the MoICT. This would involve inculcating in staff private-sector skills, such as promptness, a proactive approach to tasks, and teamwork. It would include on-the-job training of incumbents in those skills, and identifying potential outside training needs.
- *Upgrade the administrative support staff skills in order to implement the system mentioned above.* Rationalize office management systems and incorporate new computerized tools to manage and follow-up on daily tasks such as incoming and outgoing mail, correspondence logs, local and foreign contacts, etc.. Moreover the consultant should design and/or prepare appropriate templates for correspondence to be used by both offices.
- *Establish proper links, communication channels and collaborative working methods between the Minister's Office, the Secretary General's office and the AMIR group.* Establish a Project Management Unit to act as a bridge between the AMIR project staff and the existing staff to ensure all concerned meet targets, milestones and timetables. It should track progress in relation to the MoICT project plan and deliverables schedule and highlight areas where targets and milestones were not being met. Finally, in collaboration with the Secretary General and component leader, initiate appropriate remedial action.
- *Assist in recruiting managers and professional specialists* for the proposed privatized postal entity by providing translation and clarification in the interview process.
- *Other work* as might be assigned by the component leader and/or Secretary General to ensure the overall efficient implementation of the MoPC and AMIR Program activities.

As time passed, the tasks changed and priority was given to others, as dictated by work needs. These additional tasks included translation of presentations, documents, strategies, letters, and other documents into Arabic. In addition, the involvement in recruitment issues, not only for the postal entity but also for the new MoICT, assumed greater importance than originally anticipated.

3. Accomplishments

As outlined above, the objectives of this consultancy were primarily to assist the team in the MoICT to set new standards of performance in administrative matters. Weaknesses,

deficiencies and impediments were to be identified. Moreover, areas where targets and milestones were not met were to be identified and remedial action taken. In addition, work with recruiting candidates for positions in the postal organization and the new MoICT assumed primary importance. The major tasks actually carried out during the 5 months were in the areas of:

- **Administrative assistance to Secretary General's office.** This included:
 - a. Preparing presentations in Arabic
 - b. Arranging for official trips (during April and May)
 - c. Establishing a filing system and filing all accumulated documents (until July 2001)
 - d. Preparing contact lists and entering all contact data (through July 2001).
- **Assistance to the AMIR team.** This included:
 - a. Translating e-government presentations into Arabic, including the one presented to HM King Abdullah upon his visit to the Ministry.
 - b. Translating, typing and preparing correspondence in Arabic for AMIR team members, including press releases, charts, etc.
 - c. Preparing a document on travel conditions for Jordanian officials according to the local laws.
 - d. Following-up on recruitment of project managers for e-government.
 - e. Assisting with preparation of the Microsoft Mechanism workshop (June 2001).
- **Workflow, Communication and Teamwork.** This included:
 - a. Establishing a regular weekly AMIR staff meeting.

- b. Working with all parties to identify tools needed to establish better follow-up systems and communication means.
 - c. Working with Microsoft representatives to identify and establish automated tools as communication means for all the concerned parties.
 - d. Preparing workflow reflecting the current situation in the MoPC, aimed at optimizing communication channels and organization.
- **Assistance to the HRD consultant.** This included:
 - a. Preparing lists of first-line managers in the Post organization to be interviewed.
 - b. Preparing additional detailed lists of directors to be interviewed by the HRD consultant.
 - c. Attending all interviews and providing translation and clarification of ambiguities due to cultural differences.
 - d. Following up on the selection of a recruitment agency.
 - e. Creating CV files for candidates to be interviewed for the new Ministry, and preparing short lists for the different departments.
 - f. Preparing a database for CVs and populating it with available information. (Annex 4).
 - g. Preparing a document to be presented to HE the Prime Minister for approval on the first 35 major positions at MoICT. This was based on the job descriptions prepared by the HRD consultant. The document (in Arabic) contained information on the titles, required qualifications, expertise, other conditions, salary scale and remarks.
 - h. Identifying and preparing the necessary workflow in order to recruit candidates according to government rules and regulations.
 - i. Implementing the procedures identified in the above workflow to recruit 7 major positions.

- j. Following up on recruitment advertisement (which appeared in the newspapers on August 2nd, 2001), receiving and sorting CVs and notifying the pertinent heads of departments.
- k. Acting as a member of the interviewing committee and revising forms needed by the committee according to government regulations.
- l. Interviewing, with HRD consultant, secretarial candidates for the offices of both the Secretary General and the Minister.

All work was to be carried out in close cooperation with the Component Leader, Secretary General and/or Minister of MoPC, and the HRD Consultant.

4. Approach and Methodology

On Administrative Support

After 2 weeks of close work with the secretaries of the Minister and the Secretary General, deficiencies in both areas were identified. It was clear that significant improvements in motivation and performance were necessary. The following recommendations were made:

1. While the incumbents were assessed based on in the workplans developed for them, interviews of candidates for both offices should be pursued simultaneously.
2. Expanded tasks should be added to the office manager of HE the Minister's office as his role seemed too exclusively one of protocol.

With regard to the first recommendation, several candidates from the private sector were interviewed for both offices. However, the general difficulty (experienced elsewhere during the five months in the Ministry) of attracting and compensating competent staff made any dramatic change impossible.

The departure of the secretary of the Secretary General, for reasons unrelated to the assessment, created an opportunity to make a significant change. A candidate was subsequently identified and engaged from among the existing staff in the MoPC. At the same time, efforts to upgrade the techniques used and skills of the existing staff were made. Some progress on follow-up and automation of office work was accomplished. In the Secretary General's office all correspondence is now registered in a special "oracle" database which has been prepared by the computer department as a follow-up tool according to the needs identified for that purpose. It is recommended that the same tool be used by the Minister's office for the same reason. In addition, templates for

correspondence in both English and Arabic, have been prepared and are now being used by both offices.

While the actual accomplishments fell short of what was needed, incremental improvements were made.

On Establishment of links, communication channels and PMU

As an attempt to create better communication channels, HE the Minister requested a system to follow up on the tasks of individual managers. After several abortive attempts to use existing workplans and discussions with all parties and with Microsoft representatives, a special tool (Share Point Team Services) was installed on 2 machines for testing. This tool serves as a document management tool as well as a task management tool. It has some other beneficial features such as management of announcements and events.

This tool has been installed on 2 machines within the AMIR team for testing. It still must be populated with data. In order to do so, two major decisions remain to be made:

1. A decision should be made on the hierarchy of archiving the files in order to facilitate and make easier access of files by the team.
2. An administrator should be chosen to fill in major tasks of team members in order to get the system running.

The importance of the tool lies in creating a shared file in which all activities of the team are explicitly displayed. Anyone, given access rights, can assign tasks, add documents, modify documents, add announcements, etc. It is intended that this constitute an ongoing, readily-accessible file of ongoing activities for the benefit of all concerned.

It has been agreed with HE the Minister to divide the responsibility for managing this tool between the administrative assistant and the Public Relations Assistant. It seemed logical that the latter should take care of filling in the events and announcements while the former should manage and administer the documents as well as the tasks.

In the same context of improving communications and coordination of ministry activities, it was suggested that a PMU (Project Management Unit) should be established to play a role in facilitating interaction between the team members. As a consequence, a new position called “Personal Representative for the Minister” has been created. The position was included in the newspaper advertisement mentioned above and candidates are currently being interviewed.

On Involvement in Recruitment

As mentioned above, this activity came to take up the majority of my time at the ministry. At the beginning of the consultancy period I was heavily involved in recruiting managers and professional specialists for the proposed privatized postal entity. This was done by

preparing all needed lists, schedules and appointments for the HRD specialist to actually do the interviews. Since most of the above-mentioned spoke little, if any, English, I was responsible for translation in most of the interviews. At the end of each interview, I provided assistance in assessment of the candidates by providing clarification of any ambiguities due to cultural differences.

At the same time, I followed up on the earlier RFI (request for information) designed to secure the services of a recruitment agency. It was felt that an agency with a regional or international focus was necessary to attract candidates for the high-level director positions in the ministry, perhaps from Jordanians living abroad. While this may ultimately be necessary, the difficulty of dealing with the responses through the government procurement process meant that my time and that of the HRD consultant could be better spent in a more direct approach. As a result, a decision to recruit the key persons by MoICT itself was taken. In order to do this the following was done:

Based on the Job Descriptions prepared by the HRD Consultant of the MoPC, a document describing the 35 core positions in the new MoICT was prepared. This document contained details extracted from the respective job descriptions including minimum qualifications, years of experience, education background and the suggested salary range. The sheet was sent to the Prime Ministry for approval. This important step – a key to the creation of the new ministry – was completed with the approval of the Prime Minister to recruit the proposed staff.

In order to avoid any misunderstanding in this important effort, I asked the director of Administrative Affairs of the Ministry of Post & Communication to provide us with a step by step description as to how we were to proceed from that point on. His answer was incorporated into a flowchart (Scenario 1) which was subsequently modified into a second flowchart (Scenario 2, Annex 2). For ease of interpretation, the differences are shown in red. The key to the process, and the importance of the flowchart, was that there was a formal government process we had no choice but to follow if we were to be successful in the recruiting exercise. This process included:

- advertising in the daily newspapers
- forming an interviewing committee from within the ministry
- participation of the committee in the interview process
- approval of each individual offer by the Prime Ministry

As a consequence, an advertisement was placed in each of the major newspapers (two Arabic, one English) on August 2, 2001. A permanent interview committee was formed including representatives of the Personnel Department of the Ministry, and the Civil Service Bureau, and a former Head of Directorate from the Ministry. In addition to the permanent members, the HRD consultant (with my assistance) and operational staff from the directorate in question constituted the interview panel. Special forms were prepared for application and interview assessment.

From the date of appearance of the advertisement to the closing date (August 2-9, 2001), over 120 CVs were received and entered in a database for that purpose (Annex 4). They were screened and short-listed, with the head of each directorate selecting potential candidates for interview. The next step was to interview the candidates themselves. The interviews are being conducted at the time that this report is being prepared. It should be noted that, even after following the above procedures and securing the general approval of the categories described above, *each individual offer made to a selected candidate must be approved by the Prime Minister*. The difficulty of this step should not be underestimated since the salaries offered (on a one-year renewable contract basis) are considerably above those paid in the typical government ministry. However, the first candidate selected has successfully passed this last hurdle and will be inducted into the Ministry in due course.

5. Recommendations

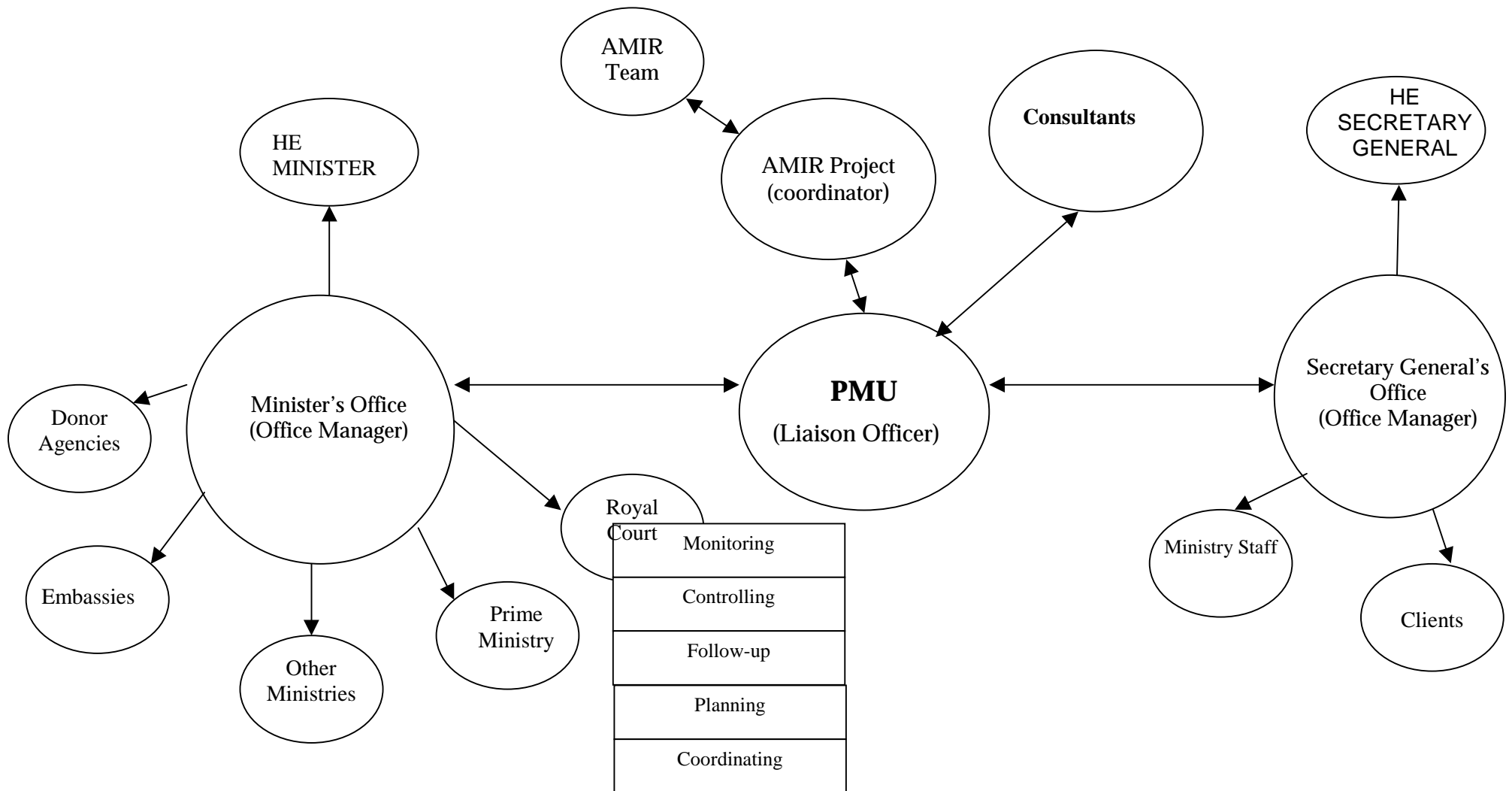
My time in the MoPC was extremely busy and fulfilling. For those who believe that the transition from a traditional ministry in Jordan to a new, transparent, service-oriented entity will be smooth, I hope the experience I have listed above will be helpful. I believe that the key will be to remain positive while dealing with the inevitable impediments that bureaucracies will place in our way. The fact that we have succeeded in attracting and hiring the first new MoICT employee is an important milestone and it demonstrates that it can be done.

There remains much to be done. Based on the tasks that I was able to do (and some that I was not able to do) I would recommend the following:

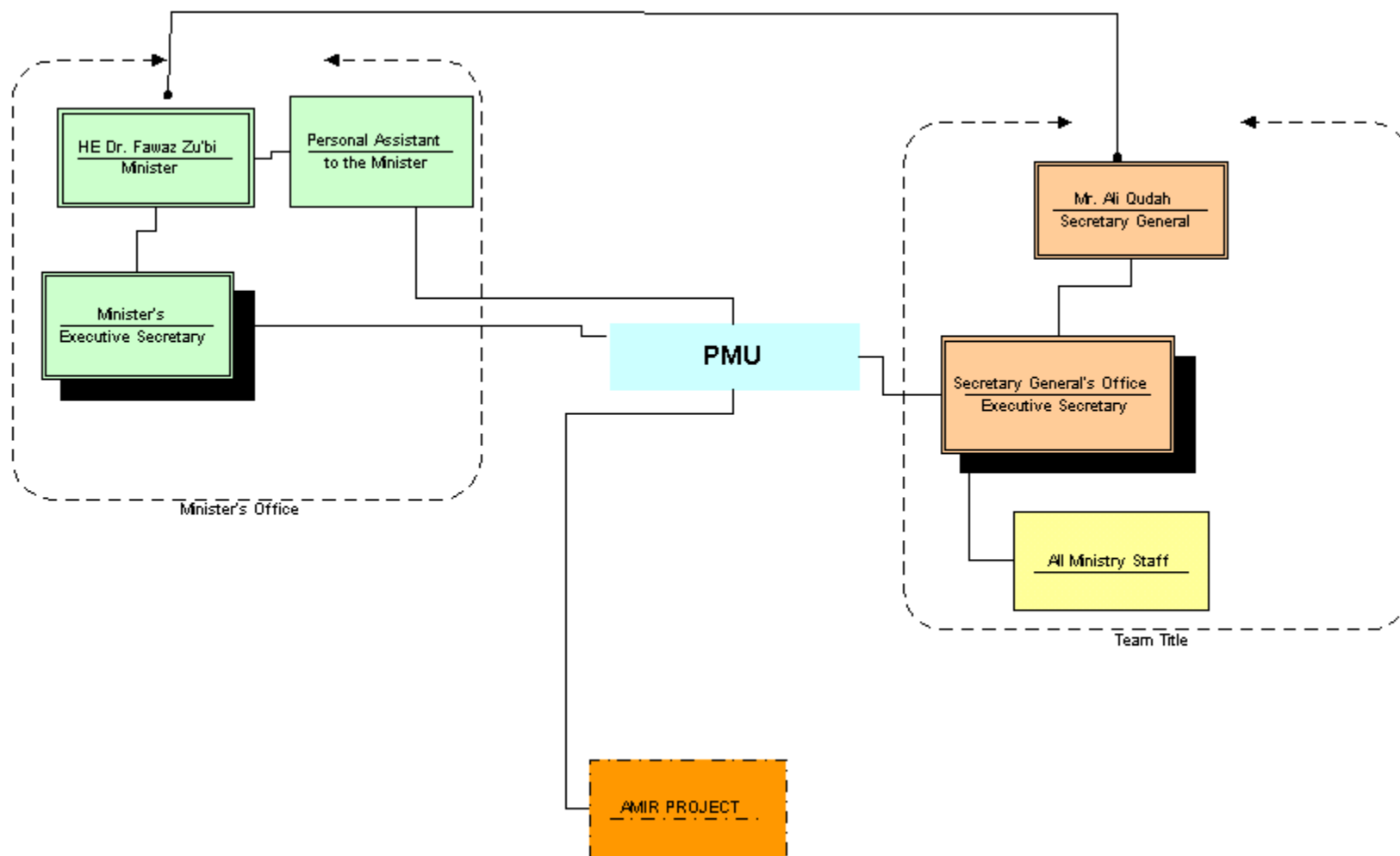
1. Private sector-oriented secretaries should replace the incumbents in both offices (Minister and Secretary General). Taking into consideration the importance of the new MoICT, the first line of contact with the world outside the Ministry should make the best possible impression.
2. The MoICT employees should systematically use the “Share Point Team Services.” This tool should help establish better communications and organization among the team.
3. A project management unit (PMU), reporting directly to the Minister, should be established to coordinate the activities of the top management level of the MoICT. (annex 1).
4. The CV database should be maintained as an active source of qualified candidates for future employment at the MoICT.
5. An HRD manager should be recruited at the earliest possible time. It is recognized that this may be difficult since it is not a highly-developed skill in Jordan.

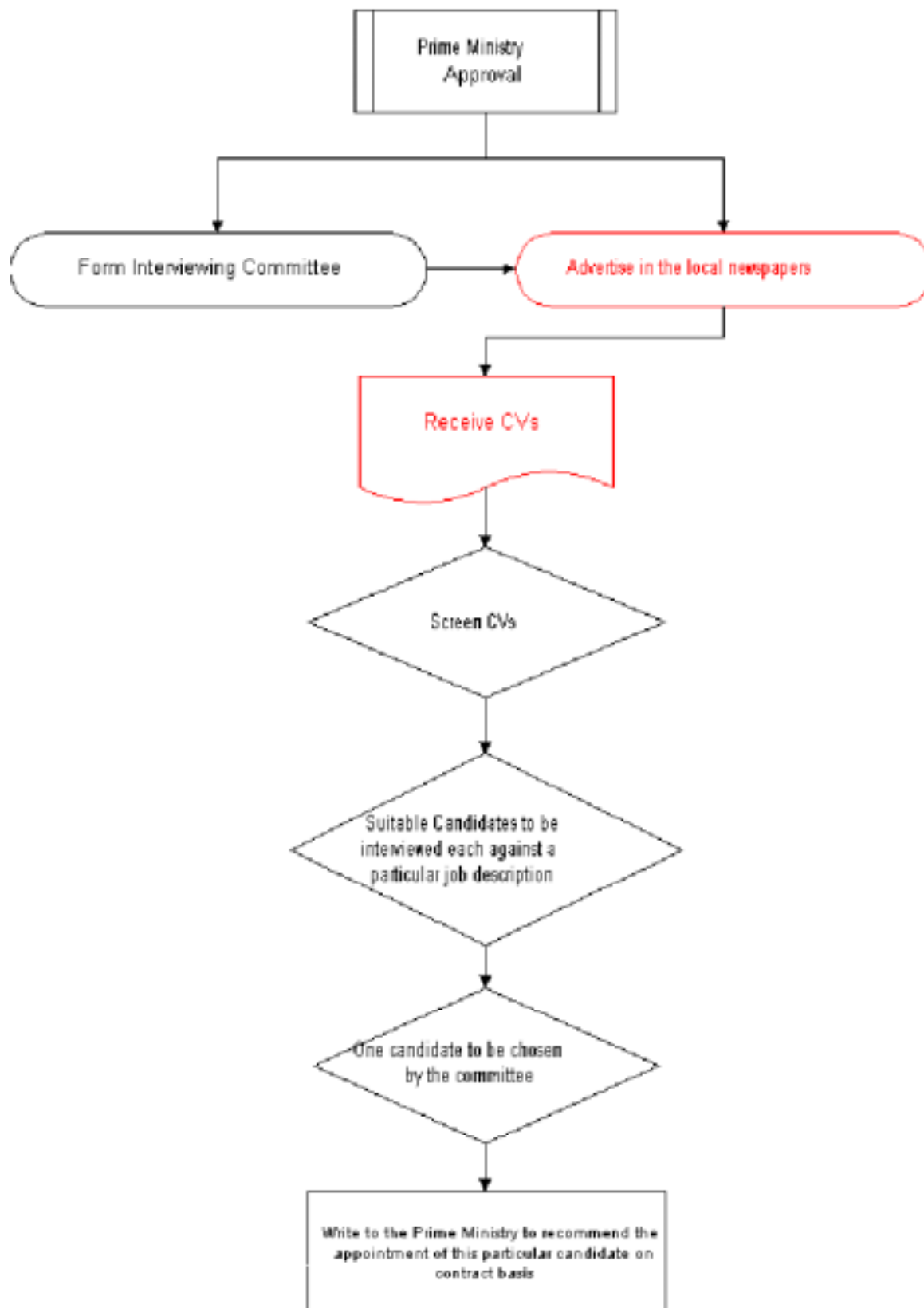
Annex 1

PMU Relationships



Annex 1.1





Annex 3

	1500 – 2000			1. / Personal Representative to the Minister
	700 – 1000			2. / Executive Assistant / Minister's Office
	700 – 1000			3. / Executive Assistant / Secretary General's Office

	2000 - 2500			4. Legal Adviser
	2000 - 2500			5. Chief Information Officer
	2000 - 2500			6. Director of ICT Promotion
	1200 - 1500			7. Head, Business Development

		.		
	900 - 1200			8. Business Development / Information Technology
	900 - 1200			9. Business Development / Post
	1200 -1500	(2 – 5)		10. Head, Marketing
	900 - 1200			11. Sector Promotion
	1200-1500	(3 –5)		12. Head, Public Relations
	1200 – 1500	3		13. Head, International Representation Officer

	900 - 1200	(2 –5)		14. Government & International Relations
	2000 – 2500	15 5		15. Director of Policy & Strategy
	1200 – 1500			16. Head, IT Policy
	1200 – 1500			17. Head, Telecommunication Policy
	1200 – 1500			18. Head, Postal Policy

	1200 – 1500			19. Strategic Planning
	1200 – 1500			20. Legal Policy Adviser
	2000 - 2500			21. Director of Technology
	1200 – 1500			22. Head, eGovernment
	1200 – 1500			23. Head, eCommerce
	1200 – 1500			24. Head, Information Security
	1200 – 1500			25. Head, Spectrum Management
	1200 – 1500			26.

				Head, Tech Direction & Standards
	1200 – 1500			27. Head, Infrastructure
	1200 – 1500			28. Content & Information Development
	1200 – 1500	MS OFFICE		29. Microsoft Support Center
	2000 - 2500			30. Director of Admin & Support
	1200 – 1500			31.

				Head, Human Resources Development
	1200 – 1500	(7 –10)		32. Head, Personnel
	1200 – 1500	(7 –10)	CPA	33. Head, Finance
Oracle	1200 – 1500			34. Head, IT Support
	1200 – 1500	(7 –10)		35. Head, Domestic Services

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Annex 4.1

Microsoft Access - [Personal Information : Table]

File Edit View Insert Format Records Tools Window Help

Home Numbr	Telephone Nu	Nationality	Marital Status	Age	Date of Birth	Name	ID
77905009	4164207	Jordanian	Single	26	3/8/75	Hussam Al-Dib	1
79640188	5850027	Jordanian	Single	24	5/7/77	Sahar Saleh	2
0	82572164	Jordanian		38	1/1/63	Sami Sabat	3
0	32133020	Jordanian		24	4/1/77	Belal Ibrahim Essa Al-Q	4
79695775	5931578	Jordanian	Married	27	1/1/74	Rana Khalil Khoury	5
0	5669442	Jordanian	Married	34	7/6/67	Osama Taha	6
0	5634411	Jordanian	Single	33	2/16/68	Nada Kattouah	7
79532457	5052606	Jordanian	Single	26	11/13/75	Anwar Omar Fayed Al-S	8
0	5855481	Jordanian	Married	48	1/1/53	Fadia Nazzal Srouji	9
79697373	5050914	Palestinian	Married	25	9/14/76	Fayed Bsisou	10
0	5715055	Jordanian	Single	25	4/5/76	Issam Hejazin	11
0	4394034	Jordanian	Single	23	5/17/78	Omar Abu-Snaina	12
79607077	53650633	Jordanian	Single	23	7/23/78	Ahmad Ghabboun	13
77656046	53980722	Jordanian	Married	32	3/10/69	Riad Al-Sadaqa	14
0						repeated	15
	5824025	Jordanian	Single	36	7/7/65	Sirin Hasan	16
79767989	5822210	Jordanian	Single	0		Rasha Adallah	17
79531878	4654243	Jordanian	Married	35	1/1/66	Sawsan Qahoush	18
0	5344701	Jordanian	Married	39	4/1/62	Raida Zoubi	19
79512811	5650685			0		Zaher Fara	20
77369955	4740600	Jordanian	Married	0		Ashraf Awamleh	21
506417868		Jordanian	Married	28		Hala Sallam	22
56160162	24433990	Jordanian	Married	29	7/10/72	Esam K. Al-Qadi	23
79627677	4380431	Jordanian		28	1/1/73	Iyad Al-Qadi	24

Record: 1 of 122

Datasheet View

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Annex 4.2

Microsoft Access - [Personal Information : Table]							
Comments	Years of Expe	Field of work	Highest Degree	e-mail	Telephone Nu	Telephone	
	3	e-gov.	BA Accounting m	ag1@index.co	0	77906009	
	1	Human Resources Administra	BA Business Ad	saharsaleh@	5661551	79840188	
PM	10	Project Manager		sabati@go.co	0	0	
	0	Programmer	BSc Computer S		0	0	
	6	Teaching, Customer Service	BSc Economics		0	79696775	
PM	11	IT (Technical Manager	Diploma, Program	osataha@yat	5536158	0	
	12	Programming	BSc Electrical Ei	nkatoth@jow	0	0	
	0	Lotus Notes Developer	BSc Communica	an55@usa.net	0	79532457	
	26	Analysis & Programming	BSc Science Ma	kyda_n@hotmail	0	0	
		Oracle System Analyst & Dev	BSc Computer In	fuzisou@yahoo	0	79897373	
	0	Teaching IT, Programmer	BSc Computer S		0	0	
	0	Programming	BSc Computer E	osama78@yat	0	0	
	0	Telecommunications & Networ	BSc Electronics	ahmed_ghon	0	79807077	
	0	Oracle Programmer	BSc Computer S	riad_59@hotmail	53991546	77856046	
						0	
PM	13	Programmer, System Analyst	BSc Computer S	sinin@rss.gov	5344701		
		HRD	BSc Science, BA	riqhaatalab@	0	79767989	
PM	12	Programmer	BSc Mathematic	swnsan.Com	5524142	79531878	
	16	System Analyst, Programmer	BSc Computer S	riad@rss.gov	5536545	0	
PM & ICT	3	System Analyst, Programmer	BSc Industrial En	Z_Fama@hot		79512811	
	4	MIS Support	BSc Applied Eng	ashraf_a@ms	4774004	77368965	
PM	7	System Analyst, Programmer	BSc Electrical En	abohala@emi	0	506417868	
	6	Technical Support	Diploma Comput	esam_qadi@	6814888	56160162	
	5	Technical Support	BSc Computer S	iyad_qadi@hu	0	79627677	
	0					0	

Record: 1 of 122

Office phone #

NUM